

*Betty - do  
we have a copy  
for the file?*

19 March 1974

IC STAFF OPERATING INSTRUCTION NO. 11

SUBJECT: Military Officer Performance Evaluation Report  
Procedures

1. The performance evaluation report (also known as an efficiency report or a fitness report) is the single most important document affecting a military officer's career. It is the key document used in selecting officers for promotion, schooling, and assignment. Accordingly, it is imperative that these reports be rendered accurately and on time in accordance with the appropriate service regulations and instructions.

2. Required reports are initiated by the Military Personnel Division, SPD, which maintains a suspense file for this purpose. When a request for a report and rating forms are received by AO/DCI, that officer will route the request directly to the Executive Officer, IC Staff who will complete the evaluation report notice form. The Notice together with appropriate rating forms will then be forwarded to the rating official. (See Annex A for evaluation report notice form.) After the last staff official completes his respective part of the performance evaluation report, it will be returned through the Executive Officer, IC Staff and the AO/DCI to the Military Personnel Division for transmission to the military service concerned. Selection of the appropriate rating officials will be made in accordance with Annex B, the IC Staff Military/Naval Officer Rating Scheme. This rating scheme was constructed after consulting officers of each service as well as appropriate service regulations. From time to time, it will be necessary to update the rating scheme to accommodate changes in senior personnel.

3. Ratings may occasionally be requested at times other than those reflected in the MPD suspense file (e.g., a special report to reflect a period of outstanding service). In those cases, the officer's immediate superior will initiate a request to the Executive Officer for the appropriate form(s) which will then be processed in the manner outlined above.

[Redacted Signature Box]

Executive Officer, ICS

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Attachments:  
Annexs A and B

MILITARY OFFICER PERFORMANCE EVALUATION REPORT NOTICE

DATE \_\_\_\_\_

OFFICER: \_\_\_\_\_

Position: \_\_\_\_\_

Rater: \_\_\_\_\_

Reporting Officer  
(Signer): \_\_\_\_\_

Endorser: \_\_\_\_\_

Reviewer: \_\_\_\_\_

Type Report:    ( ) Regular/Annual                      ( ) Reassignment/Detachment  
                  ( ) Special                                ( ) Change of Rater

Date report due in DCI/Admin: \_\_\_\_\_

Date report due in MPD: \_\_\_\_\_

Return attached to Executive Officer/IC Staff when action completed.

MILITARY/NAVAL OFFICER RATING SCHEME

19 March 1974

| JOB TITLE   | SERVICE                             | WRITER   | SIGNER (RATER)   | ENDORSER(S)                               | REVIEWER                                 |
|---|-------------------------------------|--|--|---|--|
| Office of the D/DCI/IC or Deputy                      | Army<br>Navy<br>Air Force<br>Marine | AD/DCI/IC<br>AD/DCI/IC<br>AD/DCI/IC<br>AD/DCI/IC                     | D/DCI/IC<br>D/DCI/IC<br>AD/DCI/IC<br>D/DCI/IC  | DDCI<br>N/A<br>D/DCI/IC & DDCI<br>N/A     | N/A<br>Director, CS*<br>N/A<br>DDCI      |
| CPAG, PRG, or MPRRG Branch Chief/Independent Activity | Army<br>Navy<br>Air Force<br>Marine | Group Director<br>Group Director<br>Group Director<br>Group Director | D/DCI/IC<br>D/DCI/IC<br>Group Director<br>Group Director                               | DDCI<br>N/A<br>D/DCI/IC & DDCI<br>N/A     | N/A<br>Director, CS*<br>N/A<br>D/DCI/IC  |
| CS Officer  | Army<br>Navy<br>Air Force<br>Marine | Dir/CS*<br>Dir/CS*<br>Dir/CS*<br>Dir/CS*                             | Dir/CS*<br>Dir/CS*<br>Dir/CS*<br>Dir/CS*   | D/DCI/IC<br>N/A<br>D/DCI/IC & DDCI<br>N/A | DDCI<br>?<br>N/A<br>D/DCI/IC             |
| CPAG Officer  | Army<br>Navy<br>Air Force<br>Marine | Branch Chief**<br>Branch Chief**<br>Group Director<br>Branch Chief   | D/DCI/IC<br>D/DCI/IC<br>Group Director<br>Group Director                               | DDCI<br>N/A<br>D/DCI/IC & DDCI<br>N/A     | N/A<br>Director, CS*<br>N/A<br>D/DCI/IC  |
| PRG Officer   | Army<br>Navy<br>Air Force<br>Marine | Branch Chief<br>Branch Chief**<br>Branch Chief<br>Branch Chief       | Branch Chief***<br>D/DCI/IC<br>Group Director<br>Group Director                        | D/DCI/IC<br>N/A<br>D/DCI/IC & DDCI<br>N/A | DDCI<br>Director, CS*<br>N/A<br>D/DCI/IC |
| MPRRG Officer   | Army<br>Navy<br>Air Force<br>Marine | Group Deputy<br>Branch Chief**<br>Branch Chief<br>Branch Chief       | (Letter Report) Group<br>**** Director<br>D/DCI/IC<br>Group Director<br>Group Director | D/DCI/IC<br>N/A<br>D/DCI/IC & DDCI<br>N/A | DDCI<br>Director, CS*<br>N/A<br>D/DCI/IC |

\*Director, CS is Navy

\*\*Via Group Director

\*\*\*PRG Branch Chief is Military

\*\*\*\*Group Directors are non-DOD civilians. Pattern will change if these assumptions are wrong

12 March 1974

IC STAFF OPERATING INSTRUCTION No. 10

Re your recruitment plans, all final commitments to prospective personnel can only be made by the Director of Personnel. Therefore, we can initiate security and personnel actions and so advise applicants, but final commitments are not the responsibility of the requesting element. You are advised not to send letters over your own signature on these matters. If you feel exceptions are warranted, please discuss them with me.



PD/D/DCI/IC

STAT

Distribution:

All Group Chiefs  
IC Registry  
D/DCI/IC  
AD/DCI/IC  
PD/D/DCI/IC

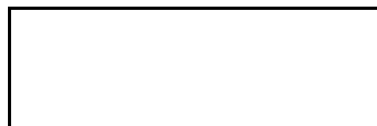
15 January 1974

IC STAFF OPERATING INSTRUCTION No. 9

The following procedure is to be followed in coordinating ICS recommendations for USIB consideration.

As items are identified and approved as appropriate for USIB consideration, staffing is to be completed and papers for distribution to the principals prepared at the latest, by the Thursday prior to the following week's USIB meeting. Earlier distribution of material to USIB principals through the USIB Secretary is desirable. Identification of the item is to be furnished  I will coordinate with D/DCI/IC and respond to USIB Secretariat.

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PD/DCI/IC

STAT

Distribution:

All Group Chiefs  
IC Registry  
D/DCI/IC  
AD/DCI/IC  
PD/DCI/IC (subj)

73-1418

20 December 1973

IC STAFF OPERATING INSTRUCTION No. 8

Attached is a statement proposed by General Graham, on request of the DCI, as an instruction from the DCI to the D/DCI/IC. The Director's plan is that work objectives be defined at various hierarchial levels against which progress of the responsible office can be evaluated as part of the employee evaluation system. In order to implement this plan within the IC Staff, General Graham has asked that each Group and Staff Chief propose a similar statement which he can review and officially issue. We anticipate also that each Group Chief would outline as part of this annual evaluation of employees, specific goals and tasks expected of each of his subordinates over the next year.

Each Group Chief and Deputy should review the attached and prepare for my review by 15 January a similar statement for themselves. I will plan to go over these with each of you and then forward them to General Graham per his request.



PD/DCI/IC

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Attachment  
As stated

Distribution:

All Group Chiefs  
IC Registry  
D/DCI/IC  
DD/DCI/IC  
✓ PD/DCI/IC (subj)

26 November 1973

MEMORANDUM FOR: Executive Secretary

Attached is my concept of a letter of instruction to me from  
the DCI per your request of 23 November.

Daniel O. Graham  
Major General, USA  
D/DCI/IC

Attachment

MG Graham/wel  
DIST:  
Orig-Addee  
1-ER  
1-Subject  
1=D/DCI/IC Chron

D R A F T

MEMORANDUM FOR: Deputy to the DCI for the Intelligence  
Community

SUBJECT: Letter of Instruction

During the next twelve months I expect you to accomplish the following:

--Create and maintain an efficient multi-agency staff capable of evaluating community efforts in analysis and production, collection and processing, and resource utilization;

--Establish a system of relating community resource expenditures to key intelligence questions of users (KIQs);

--Evaluate community intelligence products and advise me and the NIOs of ways and means to improve them;

--Energize and improve community intelligence coordinating mechanisms--USIB, IRAC, NSCIC and the R&D Council;

--Prepare the annual NFIPB and the quarterly resource reports to IRAC;

--Markedly improve the visibility of tactical intelligence resources for DCI review and recommend improvements in the national/tactical intelligence interface;

--Establish a coordinated community effort to improve analytical methods and to improve the quality and acceptability of outside substantive research.



I expect the above to be accomplished with a minimum permanent staff and with minimum perturbation of existing command structures in the intelligence community.

W. E. Colby